

MAKING A

REVOLUTION OF DIGNITY INTO A DAILY REALITY

real-life leadership lessons from the war in Ukraine

Forty-four years ago, I graduated from the University of Michigan having majored in Russian history. I am still fascinated by it. About three-quarters of college graduates end up in careers that are not direct continuations of what they studied in school, and for most of my work life I felt pretty clearly in the majority. This year, with Russia in the news every day, the relevance of my studies would be hard to miss. Reflecting on what's happening in Ukraine, I believe that our challenge is to take the lessons that can be learned from this tragedy and turn them into meaningful ways we can make our own work and our lives better right here in Ann Arbor. What Russia is doing may seem half a world away, but to me at least, it offers relevant life and organizational lessons for all of us to learn from. As scientist Stephen Harrod Buhner advises, if we want to live holistically-sound, engaged lives that make a difference in the world, "You have to learn to navigate the sea of meaning in which you are traveling."

While what follows is not directly about world-class reuens or really good rye bread, it is, I believe, a huge piece of what makes what we do a real-life possibility. In his 1944 book, *Why Don't We Learn from History*, B.H. Lindell says, "History cannot be interpreted without the aid of imagination and intuition." This is my attempt to assimilate what's happening in Ukraine and turn it into something we use to make a real-life meaningful difference right here, right now, in our daily work.

A Deep Dive Into Dignity: Past, Present, and Future

While the idea of dignity is hardly news, my reflections on the tragedy unfolding every day in Ukraine has helped me to understand much more clearly what I can actually do. I have come to think of it as an organizational revolution of dignity, referring to the term that names the event back in 2014 when the Russian-sponsored politicians were thrown out of office in Kyiv. In only a few short months, the idea of a revolution of dignity has changed the way I show up at work and in the world every day. While it could easily be just one more superficial corporate slogan, for me, this is very tangible. I can see now more clearly than ever that if we do bring dignity to every interaction we have at work, we will make it possible for the Zingerman's Community of Businesses to continue to be a positive, regenerative presence in our community for many years to come. We can't change the whole world in a week, but we can absolutely alter the way we each show up.

Let me share a bit of the backstory. At the end of February, as you know, Russia invaded Ukraine. What had seemed unthinkable suddenly began to play out in all its horror for the whole world to witness. Sitting in the safety of southeastern Michigan, I watched on screens and cell phones, but for people in Ukraine the pain and loss were all too real, as it always is for those who are experiencing atrocity and attack. I'm hopeful that Ukraine will continue to push back against the Russian invasion, reclaim its land, reaffirm its independence, and remain dedicated in its deep devotion to dignity. War or no war, what I've come to understand about dignity is, I believe, as applicable in a deli in southeastern Michigan as it would be in the Donbas.

Emotional Energy at Work

The emotion that the Russian invasion triggered in me is not dissimilar from what I have felt about any of the other times in human history when innocent people have been victimized. As with all emotional responses, it's hard to know exactly what triggers what, but in my case, it's not unlikely that the situation in Ukraine feels particularly intense because I studied the region all those years ago. Still, the point

of this piece, and of my own introspection, is not to get stuck in feeling sad or ennui. Feeling enraged or helpless are both understandable, but looking ahead my hope is to find a way to make what's happening into a tangible lesson we can put to work every day. My hope is to make real Stephen Harrod Buhner's recommendation when he says, "Learning how to attribute meaning to the feelings you are experiencing from the touch of the world upon you is crucial." When I feel caught in despair and start to lose hope, I've learned over the years to push myself to learn how to work in ways that make a positive difference in the world. Ways to work that go in the opposite direction from what I'm watching or reading that's so upsetting.

It's convenient to complain, easy to lash out, feel guilty, subsume ourselves in shame, or act out in anger. All of these are natural, understandable, human responses to horrible situations. Honoring that we have the feeling is a key step on the road to mental health. But the actions that we take because of them, I believe, are the key to increasing our own well-being, and, at the same time, reducing the odds of these sorts of oppressive situations from happening again. I can't stop Vladimir Putin, end racism or the Russian invasion, time travel to keep the Holocaust from happening, or undo the forced removal of Native Americans from their ancestral homelands. These are historical realities. What I can do is turn what I learn from those tragedies into real-life lessons that will reduce the odds of them happening again. At the moment, that means taking inspiration from the Ukrainian Revolution of Dignity, and turning it into a practical, actionable way to show up in the world every single day.

On the surface level, what's been happening in Kyiv and

Russian-sponsored, illicitly-installed president, they created an open and democratic construct for their country. I've struggled, since the first days of the current invasion, to sort out what we can do from here, halfway around the world. In all of my reflections, I keep coming back to the idea that one of the best, and maybe only, things we can do is to continue to model what it means to work in ways that are the opposite of autocracy, the opposite of violence, the opposite of destruction. Because as theologian Richard Rohr writes, "The best criticism of the bad is the practice of the better."

Framed more positively, it would be to humbly attempt to demonstrate in real life, day in and day out, that peace, positive beliefs, kindness, and creativity can really work. To make the way we talk about each other, about ourselves, and about the world around us into stories that, as author Chimamanda Ngozi Adichie says, "can repair broken dignity." In the process, I believe, we can make small revolutions of dignity in our organizations right now.

From Russian History to Rye Bread

Many people have asked me over the years what drew me to study Russian history. The quick answer was that I thought it was really interesting. Med school and law school were more of what my family would have preferred and both certainly promised higher income, but I wasn't very enthused about either. History, on the other hand, fascinated me, and that fascination remains today. I am as interested in Russian history as I am in rye bread. The latter, to be clear, is a whole lot more joyful, but both have been regularly on my mind.

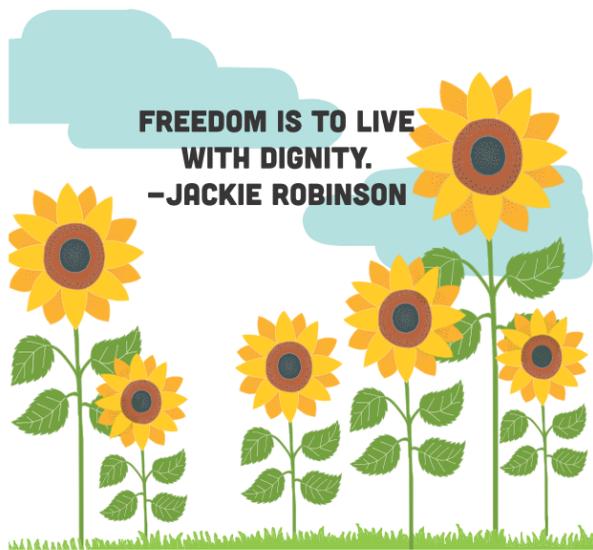
The history of Russia has long been dominated by people very much like Vladimir Putin. Author Vladimir Sorokin writes:

In Russia, power is a pyramid. A single person sits at the peak of this dark pyramid, a single person possessing absolute power and a right to all...

What drew me to Russian history all those years ago though was not its consistent consolidation of power at the top of that pyramid, but rather the courage of the people on the edges who pushed back against it. I wrote my undergraduate thesis at U of M on Soviet dissidents. I studied anarchism, including the Ukrainian anarchist general Nestor Makhno who fought the Bolsheviks at the time of the Russian Revolution. I was drawn to the various groups that lost out to the Bolsheviks in the chaotic years after the Tsar stepped down in 1917, and to the study of the ethnic minorities Stalin so harshly persecuted. While my attention went to those on the edge, the main story of Russian history has stayed, sadly, concentrated at the center.

From the Middle of Moscow to Southeastern Michigan

Hierarchy and the abuse of power are not of course uniquely Russian issues. Every country, every company, and almost every human (including me) has struggled with power and authority. Handling power with grace, putting it back into the "cultural soil" of a country or a company, is the exception, not the rule. Back in the era in which the leadup to the Russian Revolution was already underway, Emma Goldman wrote, "Those in authority have and always will abuse their power. And the instances when they do not do so are as rare as roses growing on icebergs." When one person holds all the power, problems will pretty surely follow for all involved. It's much the same, I would suggest, in business as it is in a country. A deli run as a dictatorship will experience, on a far smaller scale, of course, all the cultural issues that have come to the surface in Russia. Disengagement, fear, suppression of creative thinking, lack of long-term growth, etc.



Kharkiv over the last few months might, directly at least, have little to do with our work halfway around the world. Work that, in the context of horrible violence, feels to me much of the time, insignificant at best, and in the moment, almost irrelevant. And yet, as has been true with every tragedy that has happened in our 40 years in business, the terrible situation in Ukraine has everything to do with humanity. It's important for us to keep doing what we do—to provide continuity, care, and service to our community. Our actions are small, but if enough of us act, the impact is not insignificant; the more we model caring engagement in our own workplaces, the kinder the world will be. Let's not wait. I don't want to find myself saying, as one brave peace protester in Moscow did the week after the Russian invasion, "We have missed the moment. We are to blame for what is happening. And myself personally."

When the Ukrainian people forced out the then

Ironically, in a gentler form, the model of governance in Russia was not dissimilar from the typical ways of running modern businesses. The man who started the idea of Servant Leadership, Robert Greenleaf, identified the same problem as Vladimir Sorokin. Greenleaf says:

To be a lone chief atop a pyramid is abnormal and corrupting. None of us are perfect by ourselves, and all of us need the help and correcting influence of close colleagues. ... The pyramidal structure weakens informal links, dries up channels of honest reaction and feedback, and creates limiting chief vs. subordinate relationships which, at the top, can seriously penalize the whole organization.

In their 1994 book, written three years after the fall of

the Soviet Union, *The End of Bureaucracy and the Rise of the Intelligent Organization* (a book that had a huge impact on both me and my partner, Paul Saginaw) Gifford and Elizabeth Pinchot remind us, “The bureaucratic organization is structured as a pyramid with an absolute boss on top,” a model, which the Pinchots point out, gives “bosses a monopoly of power over the work lives of their subordinates.” I’m not suggesting that any American business leader—no matter how monopolistic their power might be—is invoking violence in the way that Vladimir Putin is right now. And yet, the urge to consolidate and use power, the tendency to let ego take precedence over the health of the greater ecosystem, is likely present in all of us.

Edith Eva Eger survived the concentration camps during

the Holocaust, one of the many other times in history when a person atop a pyramid of power caused enormous destruction and the loss of many millions of lives. Eger went on to become a positive psychologist, author, and inspiring speaker who is still active today at the age of 94. She reminds us: “There is a little Hitler in all of us.” Which means that although it’s easy to hate the perpetrator of the violence in Ukraine, there is likely a little piece of Putin—an excess of ego, a desire to take charge, and an insistence on being correct and in control—hidden away in all of us. Learning to resist that temptation and having both systems and personal practices in place that can help keep us from doing it, is the beginning of what can then be further developed into our organizational revolution of dignity.

A REVOLUTION OF DIGNITY AS AN ORGANIZATIONAL REALITY

The key is to make dignity a daily reality; to not just say the right words, but to do the right work, so that dignity is the order of the day for everyone in our organizations. And that when we slip—as we will inevitably do—we can recover with grace, quickly acting to restore whatever dignity was diminished. As Ukrainian poet and musician Serhiy Zhadan says, “History is written, of course, above, but it’s lived below.” So, what then would dignity be in the workplace? Although it will surely continue to evolve, here’s my current thinking:

Honor the essential humanity of the person we interact with

Taking time to embrace each person’s past, to learn who they are, to acknowledge their fears and insecurities, and to hear their hopes and dreams. Our work in this sense is to own and encourage everyone’s inherent uniqueness. Donna Hicks—author of *Dignity: The Essential Role It Plays in Resolving Conflict*, and Associate at the Weatherhead Center for International Affairs at Harvard University—writes, “Dignity is our inherent value and worth as human beings; everyone is born with it.” Our work at Zingerman’s is to honor it every day, in every interaction we have.

Begin every interaction with positive beliefs

Believe the best about everyone even if we’re not happy with what they’re doing or saying. Assume good intent even when work performance may not be up to par. Begin with the belief that even if people aren’t succeeding, they do want to do their best. In truth, this entire essay is an attempt to do this—rather than descend into blame or anger or helplessness, dignity calls on us to believe that, even in the most difficult situations, we can find a way to get to a better place together.

Dignity as Personal Practice

The focus on dignity, I’ve learned, must be directed inward as well—we need to do for ourselves each of the six items above. Embrace our imperfect humanity, speak our minds constructively, lead and live with positive beliefs, go for greatness in all we do, and engage our own power. (As Vladimir Sorokin says, “Everyone in Russia must awaken the citizen within himself.”) If we don’t treat ourselves with dignity, our harsh inner voice will make itself heard by those around us, either through our energy or through our actions.

If—or more accurately, when—we fall short in this work, it would be easy in many places to just ignore the injustice of what has happened. And yet the consequences are more serious than they may seem. Peter Koestenbaum writes, “To destroy the dignity of a human being is evil.” A community in which dignity is both expected and enacted every day will still fall short, but the bad things that happen are more likely to be corrected caringly and quickly.

Ultimately, it’s up to us. We can create our own organizational revolutions of dignity. We can act from humbleness and work for the greater good. We can create organizational cultures where, instead of indignation and domination, we push for inclusion and diversity. Instead of carelessly demeaning a coworker or customer, we can consciously work to treat each and every individual with dignity.

Veronika Melkozerova, editor of *The New Voice of Ukraine*, posted this a few days after the Russian invasion began:

It’s about more than Ukraine. It’s a contest between democracy and autocracy, freedom and dictatorship, whose implications will scatter across the world. It’s not our fight alone. So please don’t leave us alone to fight it.

Be authentic in our interactions

A revolution of day-to-day dignity means being real ourselves and also giving everyone we work with the opportunity to be real in a meaningful way, as well. (This does not mean unhelpfully dumping one’s feelings onto others in an inappropriate, boundary-ignoring way.) Autocracy discourages people from being themselves; dignity does the opposite. We want to create an organizational culture that everyone can, in a grounded and respectful way, be true to themselves and encourage all around them to do the same.

Commit to helping everyone get to greatness

In this context, honoring authenticity and each person’s unique humanity, each individual then gets to decide what “greatness” means for them. That doesn’t mean everyone can just do what they want, but it does mean that we will have a meaningful conversation about what’s on their minds. If what they see as greatness is aligned with our vision, values, or sense of reality, we can get moving together towards a positive, shared future. And if it’s not, we can have a caring conversation in a dignified way from which we can still come away with peaceful, win-win solutions.

I hope and pray that when this piece appears in print this summer, peace will have returned to Ukraine. And that here at home, where we have far more opportunity to influence our outcomes, that dignity is a bit closer to being reality in every interaction we take. We can work for democracy and dignity, to make Dr. Martin Luther King Jr.’s 1968 statement that, “All labor has dignity,” more and more what everyone experiences in our businesses. If we do succeed in making it a reality, these revolutions of dignity can spread outwards from our own organizations.

I was inspired by the idea of an organizational revolution of dignity through recognition of the brave people in Ukraine, but the reality of implementing such an idea benefits our own daily existence wherever we live and whatever we do. It’s a universal truth, a way of showing up in the world, a way of being that brings peace, that shares power equitably, that allows us to honor difference in respectful ways that invites others we may not fully agree with to contribute to the quality of our lives, and we, in turn, back to theirs. Yes—honor differences. Acknowledge anger. Argue over policy. Deal with disagreements directly. Vote for different people. All of these examples of diversity and maybe even disagreement are understandable and appropriate. But is it too strange to wonder if we just, as our universal starting point, treated everyone with dignity? Honestly, it doesn’t seem that difficult. The more I think about it, there’s nothing in our daily work, or even in life, that really requires us not to do it. We’re all, as always, in this together. As Wendell Berry writes:

No man will ever be whole and dignified and free except in the knowledge that the men around him are whole and dignified and free, and that the world itself is free of contempt and misuse.

Make sure everyone has a meaningful say

Dignity in the day-to-day workplace means we make sure everyone has a meaningful say in what’s going on around them. It means being able to raise concerns in a way that can actually influence our decisions. As you can see right now, the average Russian has no influence at all over what happens in the Kremlin. It’s the same in most companies. We want to reverse that flow—open-book management, open meetings, staff ownership, our Bottom Line Change process, etc. are all ways to give everyone in the organization a very real chance to influence what happens here. In the process, people at every level learn to think like leaders. Hope, health, and well-being are improved in the process.

Create some sense of meaningful equity

I’m not suggesting that we will divide everything equally among everyone. CEOs and new staff who just started work last Saturday may not make the same salary, but still, we can try to balance our ecosystems so that everyone is doing at least ok, and that we’re working to advance everyone’s cause, not just to extract more for people at the top of the pyramid. As physician Paul Farmer, who sadly passed away last month, said, “The idea that some lives matter less is the root of all that is wrong with the world.”

My hope and intent is to make every interaction that you have with the Zingerman’s Community, one that honors these six elements of a revolution of dignity. I have written them on the front of my journal, and I look back at them each morning to remind myself of my commitment to make them happen. I know I fall short daily, but I just try to go out in the world, the next day, dedicated to doing better. I like, and am learning to live by, what anarchist geographer—probably the most preeminent scientist in his field in the late 19th century—Élisée Reclus wrote:

The best approach is to accept all men as equals in potential and dignity, to help the weak by supporting them with one’s own strength, to help restore health to the sick, and to open the minds of the unintelligent to elevated thoughts, all with the constant concern for the betterment of others and of oneself.

Does what’s happening half a world away really have relevance in the world of daily work? We are just a small organization in a small American town. It’s true, we started as a deli and have no real say in world affairs. And yet, I believe, we can still start to change the world for the better by making dignity our reality, as relevant in Ukraine as in our little university town. As Jacqueline Novogratz writes in Manifesto for a Moral Revolution, “The work of renewing a world based on extending dignity to every being on the planet begins in small places, close to home.” I hope with all my heart that we can make the Zingerman’s Community into one of those places.

Ari

outdoor dining opportunities abound at Zingerman's



Roadhouse Park

Roadside picnics at Roadhouse Park are back! Locals looking for a change of scenery, fresh air, and good food don't need to look any further. Roadhouse Park is our lovely little urban green space with well-spaced picnic tables, Roadhouse food, cocktails, beer, and wine. There's also park WiFi so you can enjoy an especially scenic "corner office." Dog-friendly, kid-friendly, fun-friendly! Swing on by.

Miss Kim

We've got a half a dozen umbrella-shaded picnic tables on the west side of the restaurant. Come by and enjoy some of Ji Hye's nationally-recognized regional Korean cooking.

The Deli & Next Door Café

The patio is open again! Come by and grab a couple sandwiches or some bread and cheese and a mid-afternoon snack with us at the corner of Detroit and Kingsley.

The Creamery

We've got some seats and side tables here, too! Pop on by to get some of your local cheese, handmade artisan gelato, ice cream cakes (or cake slices), and much more. We have wine and beer to take home, too!

The Coffee Company

We've got tables out front for you to enjoy your favorite coffees, teas, candy from the Candy Shop, as well as toast from our toast bar!

The Bakehouse

We've got a wonderful outdoor eating area in the courtyard between the Bakeshop and BAKE! (our nationally-known baking school).



zingerman's cold brew at the coffee company



Prepare to be Thrilled and Chilled

At Zingerman's, we say, "You really can taste the difference!" This belief drives everything we do. Zingerman's Cold Brew Coffee uses a unique and extensive process that extends shelf life without any additives. Our cold brew blend includes carefully sourced coffees from our friends at the Datterra Estate in Brazil as well as coffee from the Apo and Angra coffee cooperative in Papua New Guinea—we believe these are some of the finest coffees the world has to offer. Both coffees stand on their own as outstanding single-origin coffees and make for terrific hot brewed coffee. We use these coffees for the cold brew because of the body, finish, and flavor they bring to the final product. When drinking this coffee we hope you will agree with us when we say, "You really can taste the difference!"

why zingerman's cold brew is the best

1) Flavor

Zingerman's Cold Brew Coffee is second to none when it comes to flavor. The patent-pending process of extraction used to make Zingerman's Cold Brew provides for an exceptionally sweet and rich beverage with hints of chocolate. It is smooth, crisp, and refreshing. Beyond being thirst-quenching, Zingerman's Cold Brew is highly caffeinated, providing an exhilarating boost. And better yet, just like hot coffee, our full-flavored cold brew has zero calories.

2) Convenience

Featuring a reclosable bottle and convenient, portable size, Zingerman's Cold Brew can be taken nearly anywhere. Perfect for the on-the-go, busy morning, or as a quick, afternoon pick-me-up.

3) Versatility

While we are fans of drinking Zingerman's Cold Brew straight-up, there are so many ways to enjoy it: summer cocktails, in place of espresso in an iced latte drink, poured over gelato to create an affogato with kick, or doctored up using good ol' cream and sugar. Zingerman's Cold Brew is an all-around great beverage for any time of the day.

4) Stability

Unopened, Zingerman's Cold Brew Coffee is shelf-stable for up to one year, yet has none of the additives or preservatives found in similar beverages. Coffee and water are the only ingredients! We could have produced and sold a product that required refrigeration along the entire path of the supply chain. Our customers told us it would be great if they could take it anywhere they wanted. That meant ruling out the use of stabilizers, additives, preservatives, or acidifiers to ensure shelf-stability. We spent years researching methods and processes to produce a safe, delicious beverage. We also realized our extensive process research had led us to something very special, and submitted a patent. We won't know the outcome of our application and submission for a while, but we are excited to offer a great product in the meantime!



Cold-steeped 16 hours
for a silky-smooth sip!

ZINGERMAN'S

SUMMERS

Sale ends
July 31, 2022

Our Summer Sale (our 14th this year!) has returned with huge discounts on your favorite oils, vinegars, dry goods, and more! And like every year, both Zingerman's Mail Order and Zingerman's Delicatessen are stuffed to the gills with the foods you love at unbelievable prices. I've been around for every single one of the Summer Sales and I've got a system for taking full advantage of it. You see, there are lots of "insider secrets" to the Summer Sale that I'm going to share with you for the first time ever! But don't tell anyone. Keep it to yourself. Seriously.

Brad

insider secret
#1

WE PICKED THESE PRODUCTS FOR A REASON

We, the people working in Zingerman's, selected these products not because some algorithm told us to, but because we wanted to eat more of these products. I'll explain. We eat the stuff we sell (be wary of stores where the staff does *not* partake in their own wares). Greedily, we wanted more of these foods and we decided the perfect way to help our own budgets was to put on a sale. You see? Completely self-serving.

Roi Olive Oil

New to the olive oil game? Expert olive oil collector? Then this one's for you. Made exclusively from Taggiasca olives in northern Italy, along the riviera. Unlike Puglia with its big and grassy flavors, this region is famous for producing delicate, buttery olive oils that perfectly pair with the bounty of the sea. Feathery light, subtle, with lingering flavors that leave you smiling long after you tasted it. If you're just starting out using olive oil, this is the first oil you should try. If you are so aged and wise that you appreciate all the nuances that oils from different regions can offer, then you'll never find a better specimen for your "delicate northern Italian" collection.

ON SALE



La Spineta Olive Oil

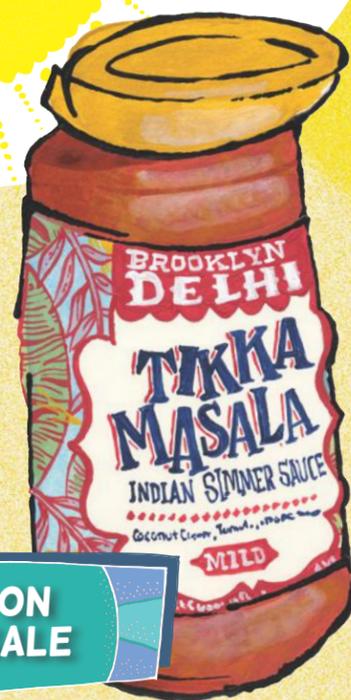
I recommend this oil to anyone who likes big, grassy flavors. It comes from Puglia, the heel of Italy's boot and the biggest olive oil producer in the entire country. The region is noted for producing herbaceous, green, bitter oils and La Spineta delivers a big, green olive flavor the area can be proud of. Great on spicy pasta dishes or any place you crave robust olive flavor.

ON SALE

Start saving with July's Summer Sale, shipping or local pick up, at zingermans.com! Bonus! Find the same specials at Zingerman's Delicatessen and shop.zingermansdeli.com

Tikka Masala Curry Simmer Sauce From Brooklyn Dehli

We like easy ways to get great flavor. In the past few years I've come to love simmer sauces like this when I don't have much time to throw dinner together. They're my go-to shortcut for full-flavored dinners and my family's favorite is this Tikka Masala. It's a classic Indian curry: versatile and mild, with tomatoes, sweet coconut cream, onions, garlic, and a bevy of spices. Full of flavor but not too hot, it's superb simmered with chicken, chickpeas, or vegetables, and served over rice.



ON SALE

Il Mongetto Tomato Sauce

From Northern Italy, my favorite tomato pasta sauce, hands down. A jar serves 2 or 3 adults. I don't think you need many suggestions on how to use this ... it's plain tomato sauce! But add whatever other ingredients you wish and simmer to tender.



ON SALE

AND

brad hedeman,
zingerman's
mail order
raconteur and
product selector,
shares his favorite
picks of the bunch



insider secret
#2

HOARDERS LOVE IT, TOO

I don't mean hoarder in the "what the heck are they going to do with all that toilet paper?" kind of way, but in the "gregarious, passionate fan" sort of way. The way I feel about Ortiz Bonito Tuna, for instance. There is a permanent spot in my basement for a case of tuna and it's never empty. Hoard—er—I mean stock up on foods you know you're going to use all year long like olive oil, pasta sauces, pastas, peanut butter, etc. Figure out how much you need to get you through until the next summer sale, and then get that much while it's on sale. Buy the foods by the case for extra deep discounts.

insider secret
#3

IT'S AN ADVENTUROUS EATERS PARADISE

Being a true foodie can sometimes be a gamble. That sauce sounded interesting when you read about it on the website and it could find a place on your home menu rotation, but you're just not sure you want to invest the money to find out. And then BAM! The Summer Sale appears and that intriguing sauce doesn't dent the pocketbook nearly as much. You try it. You love it, and now it's still on sale till the end of July so you come back and buy it by the case because you're all in AND you're saving money.



ON SALE

Smoked Mussels From Patagonia Provisions

From the outdoor clothing brand we've all grown to love and trust, this new venture into food takes principles of sustainability and innovation and applies them towards a new kind of future filled with deeply flavorful, nutritious foods that restore, rather than deplete, our planet. Sustainably farmed off the coast of Galicia, Spain, after harvesting these mussels are steamed, smoked, removed from the shell and tinned in olive oil to preserve the texture and flavor. Serve with crusty bread and nuts, or toss with pasta.

Portuguese Sardines

Tuna is our top-selling tinned seafood, but sardines aren't too far behind. It's surprising to me since sardines are not a big part of the popular food scene in America. This is perhaps the classic case of tinned food seen as poor, low-quality food. Before college students ate 75-cent ramen, they ate 10-cent sardines. Forget that stereotype. Here, four or five tender, perfect sardines come nested in a tin of olive oil, and their flavor is extraordinary—the prize of Portugal, revered there as a kind of national seafood treasure.



ON SALE

Ortiz Line-Caught Bonito Tuna From Spain

Tuna in tins, especially these from the fourth-generation family firm Ortiz, is one of the jewels in Spain's culinary crown. Ortiz's fish are all line caught—not netted—hand fileted at sea and quickly tinned in good olive oil. The olive oil is key. It adds flavor and makes the texture silky over time, unlike water, which tends to leach flavors from the fish. The loin is the perennial top seller in our summer sale. Virtually everyone who buys anything in the summer sale gets at least a few tins of tuna. Some buy dozens. (A fine practice because this tuna just gets better with age.) The belly—a.k.a. *ventresca* in Spanish—is the richest cut of tuna. Almost velvety in texture, it's extraordinary straight from the can or prepared simply atop salads or alongside potatoes or roasted peppers.



ON SALE



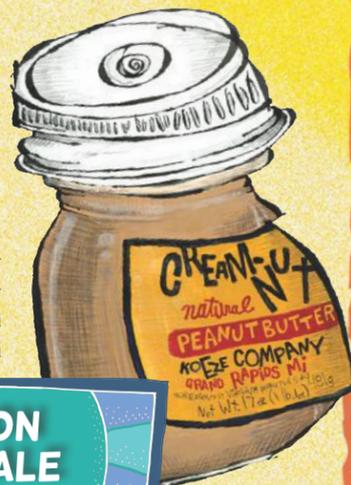
American Spoon Lemon Curd

In Britain, citrus curds—custardy, feather-light, bright spreads of whipped citrus, butter, and eggs—are commonly used as a substitute for jam. American Spoon's take on lemon curd has some of the brightest, freshest, punchiest flavor I've ever had in a curd. It makes me think of spreadable lemonade.

ON SALE

Koeze's Cream-Nut Peanut Butter

Made in Grand Rapids from a hundred-year-old recipe. Jeff Koeze roasts the peanuts in vintage coffee roasters, grinds them smooth, then adds a bit of salt—no sugar. The result is not an air whipped, sweet concoction but a natural, intense, velvety, mouth-watering sensation.



ON SALE

Tuscan Wild Fennel Pollen

Food writer John Thorne wrote: "Wild fennel pollen takes [fennel's] anise-drenched monotone and imbues it with a highly potent resinous complexity. While there truly is no easy comparison, my first sniff of wild fennel pollen did remind me of my first encounter with fresh basil, when before I had been familiar only with the one-dimensional flavor of the dried version. Then, as now, it was as if someone had flipped a switch and the black-and-white world was suddenly drenched in color." Teeny tiny golden pollen are taken off wild fennel plants as they begin to bloom in the Tuscan countryside. It looks like fluffy yellow sand. Its aroma is sweet and pungent, smelling intensely of everything great about fennel and then some. Sprinkle it on chicken, fish, potatoes or, best of all, pork. Like fairy dust for food, it makes it sparkle with flavor.



ON SALE

MANAGERS AND PARTNERS

Across the Zingerman's Community Share Their

SUMMER FOOD FAVORITES

"Since you so often read I'd open up this column to terrific managers we have personal with the food perfectly positioned favorites."

Ari

Amy Emberling

Bakehouse Co-Managing Partner

Chocolate Doughnuts at the Bakeshop Every Sunday

No matter how common a dessert may be, it's possible to make a version that is particularly delightful. This is true for even the ubiquitous chocolate-covered doughnuts. We make them at the bakery every Sunday and even though they are not the most sophisticated or complicated sweet treat I still thoroughly enjoy them and manage to have one almost every week. (Okay, everyone knows that I love them and often I find one placed square and center on my desk, saved for me just in case we sell out. Being thought of by a secret doughnut elf definitely adds to the tasty-ness of my first bite.)

What do I appreciate about our version? For me it starts with the basic doughnut. Ours have a toothy chew to them, greater substance than typical commercial doughnuts, and a mild faintly sweet flavor. We avoid having them taste yeasty and give them more substance by reducing the yeast and extending the fermentation length. Then we put a very thin, vanilla sugar glaze all over the doughnut. By encasing the entire doughnut it stays fresh longer. Finally, we garnish it with a generous amount of bittersweet ganache. The deeply-flavored real chocolate ganache (not the typical waxy brown-covered icing that is most common) has a slight bitterness that is a great contrast to the sweet vanilla glaze. Put this all together and it makes for a great Sunday tradition.

Nancy Eubanks

Deli Catering Manager

Pink House Alchemy Pineapple Rosemary Shrub

I am big on shrubs, and I love this one in particular. The pineapple tastes like biting into a fresh wedge of fruit, and the rosemary is a perfect addition without being overpowering. I like this one with some sparkling water and ice. Pink House Alchemy is based in Fayetteville, Arkansas and is actually in a Pink House! Emily Lawson, the founder, is pretty cool. She approaches their combinations from a science perspective. She was a dietetics and biology major, but has always loved to cook. It's delicious!

Craig Rominski

Systems Administrator

Fried, Marinated Tofu Sandwich at Miss Kim

This sandwich is a perfect balance of everything: Spicy and sweet flavor, crisp and soft texture. It leaves me feeling energized!

Jess Forbes

Roadhouse Sous Chef

Bacon and Egg Breakfast Taco at the Roadhouse

Have you tried the bacon taco yet? It's a combination of two of my favorite things—bacon and tacos—and it's darned good! It's a flour tortilla, filled with scrambled eggs, a strip of Nueske's applewood-smoked bacon, handmade Monterey Jack from Vella Cheese out in Sonoma, with a dash of salt and a little Tellicherry black pepper. (We've played with adding bacon fat too, but that still wasn't quite it.) Then we add a little of our special spicy mayo. It's just the zip this dish needs. A great way to start your day.



Hazim Tugun

Bakehouse Baker

Roadhouse Bread from the Bakehouse

This bread is my first love at the Bakehouse. It has so much meaning behind it, and the marriage of the flavors and textures is just so well done, even if it keeps us bakers on our toes with all that cornmeal mush in there—maybe a case of us trying to defy gravity every time we bake it! History and tradition meet today's artisan bread in one of the best possible ways. You can make it even better by toasting the whole thing to get that crust singing again, cutting it into big chunks, and serving it with plenty of butter, like they do at its namesake restaurant, the Roadhouse!

Nar Organic Pomegranate Molasses from the Deli

Of course, I am a bit biased, as I am Turkish. I come from Cyprus though, and not Turkey, so, it's not that common for us to use this condiment in Cyprus. We love our lemons and vinegars. I do know a good pomegranate (lovingly called "nar" in Turkish) though, as every other house in Cyprus will have a tree (or two), and enjoy its fruits nonchalantly when it's time. I am away from home here in the U.S., and I've been cooking (and eating) more and more foods that are more like home. Home, like my mom's cooking, which is influenced by Turkish cooking (she learned how to cook in Istanbul in her high school/college years) as well as Cypriot cooking—a mix of Turkish with influences of Mediterranean and Middle East cuisines. Well, this pomegranate molasses from the Deli, which is made in Turkey, has been just that secret ingredient, essentially allowing me to have my pomegranate tree in an elegant small bottle, taking me back home with many dishes I make, from the simple tomato, cucumber, mint salad we just had with breakfast, to warm stews for dinners! Tart and sweet with a hint of bitter like you'd get from the pith surrounding the juicy sweet seeds. A few drops can magically transform a dish from very good to "sooo good!" Now, I know why this condiment is so ubiquitous in Turkey. I feel so grateful to have access to it here, thanks to the food heaven that I am a part of.

Zach Milner

Roadshow Manager

Rhode Island Coffee Milk at the Roadhouse

Taking a New England cult classic and raising it to the next level, Zingerman's Roadshow proudly offers the state drink of Rhode Island. Starting with a coffee syrup made with our very own Roadhouse Joe and sugar (that's right, just two ingredients), we make it a point to not add corn syrup of any variety, as is typical of traditional coffee syrups in Rhode Island. We mix our syrup with Calder Dairy creamline

whole milk and a little bit of heavy cream, which is what I affectionately call the Roadshow's flair on the Rhode Island classic. So, how does this simple, 4-ingredient drink turn out? Take your favorite creamy chocolate milk your mom used to make you on special occasions, and swap in a coffee syrup, and you get a creamy beverage fit for a king, and a great way to introduce coffee to anyone. We're the only place in the state, ney, the Midwest I would argue, that sells this amazing niche product, and my hope is to keep this cult classic in its proper cult standing, but bring it from niche to gotta-have-it status. We make it by the half gallon, and you can purchase 12oz, 16oz, or the entire half gallon if you want! See you at the drive-thru!

Andrew Wilhelme
Deli Kitchen Crew

American Spoon Apple & Onion Jam

One of my favorite products that the Deli sells is the Apple & Onion Jam from American Spoon. I discovered it a few years ago just browsing through our preserves section on the Deli floor. I thought it looked interesting, so I decided, "What the heck? Might as well give it a try." When I did, I was floored. I love caramelized onions, and their combination with apples, brown sugar, soy sauce, and balsamic vinegar is at once unique and delicious. I often just enjoy it on toasted sourdough with Calder Dairy butter, sometimes topped with melted cheddar. It would be a great condiment for grilled cheeses and hamburgers, too.

Caleb Selves

Roadhouse Bar Manager

Elyse Zinfandel from California

Elyse was founded in 1983 in Napa County by Nancy and Ray Coursen as a way for the couple to mutually fulfill their desires for wine and adventure in their later years. Their first wine sold was their Zinfandel in 1987, and has been a staple for the winery ever since. We're carrying one of their three Zinfandels, the Korte Ranch. This one comes from a vineyard that existed prior to Prohibition and is well over 70 years old. This particular wine is quite bold while also being just on the lower end of middle when it comes to tannins and dryness. It is also low on acidity, but full of flavor and complexity. It moves through a nice jammy black fruit to vanilla and other flavors, finally to a lingering finish that stays on the palate without overbearing.



Anteel Tequila from Detroit

Co-Founded by Nayana Ferguson, the first black woman to co-found and co-own a tequila company in the U.S. They use highland and lowland agave that is 100% agave, and aged for 7 years to make a lovely blend.

about the things that I like in the ZCoB, I thought to include the favorites from some of the many people who have working here. Since they get up close and personal with food and drink every day, they have their fingers on our culinary pulse! Here are some of their



Jake Emberling
Bakeshop Manager

Blondies from the Bakehouse

The Blondies, which I remember Ben Saginaw (Paul's son) calling his favorite "brownie" when we were neighbors in the early '00s, are just perfect. The praline is so rich and full of pecans that I asked Melissa Lesz and Alise Kwiatkowski (managers in Pastry at the time) what my daily praline allotment was when I worked in the kitchen through the winter holiday season in 2019. Packed with freshly-milled whole grains, the Blondies are absolutely the result of the Bakehouse's current vision—the quality of the grains, how the baker smashes the praline with a rolling pin, and the precision the pastry baker uses while they cut tray after tray. My wife loves them! They're a big hit when she says, "I want something sweet, surprise me." I like to warm mine up a little bit and normally eat my Blondie with a glass of milk.

Nina Plasencia
Bakehouse Special Projects Manager

Graham Crackers from the Bakehouse

Our Graham Crackers are something special. They are truly full flavored, and you really CAN taste the difference! They are great this time of year as a part of a s'more or alone as a snack. It's an added bonus that they're 100% whole grain!

Paul Swaney
ZingNet Department for People (HR)

Goat Feta from the Creamery

I am LOVING the new goat feta from the Creamery. It is so creamy with that salty kick that you want from a feta cheese, without being overly salty. I've gone through three containers of it in the past 30 days! Excellent on salads, on a Greek-themed cheeseburger, or on its own with a few olives for a snack ...

Bob Bennett
Roadhouse Head Chef

Shoreline Wild Alaska Salmon

We're so lucky to have this connection with Marie Rose and her partners at Shoreline to get wild salmon from Alaska. They take such great care of the fish, and their salmon is impeccable. Every summer for a week or so we can get fresh wild caught Alaska King salmon from them. And then we can get fresh Coho throughout the rest of the summer. Really a terrific fish. You can see the great poster our illustrators did for Shoreline in the far room at the Roadhouse!

Shrimp with ... Anything

Our gumbo, shrimp po'boys, shrimp and grits—we have a great new source for wild-caught shrimp from North Carolina, and they're awesome.



Mo Frechette
Mail Order Co-Managing Partner

White Cat Popcorn

I'm a lifelong popcorn lover, and hands down, White Cat makes the tastiest, fluffiest, straight up greatest popcorn I've ever had. I recommend it to my fellow popcorn lovers without reservation. Pop these kernels on the stove, in an air popper, however you like. No matter the method, the results will be spectacular. A year or two ago, we started importing Dario Cecchini's herbed salt from Tuscany and I think it makes an incredible popcorn salt. It's even better if you have a microplane grater and snow shower a bit of Parmigiano Reggiano over the bowl, too.

Jenny Hall
Deli Marketing Manager

Georgia Grinders Pecan Butter

We did a tasting with Georgia Grinders awhile back and they sent samples for us to give out to people who were interested in coming to a virtual taste-and-learn with them. A loyal and devoted Koeze peanut butter fan, I was doubtful that I would replace peanut butter as my go-to nut butter, until I tried this pecan butter! Oh wow! Toasty, smooth, and delicious. I love it on toast, or even better, smeared on waffles or pancakes. It works great in salad dressings or on roasted veggies.

Jennie Brooks
Deli Chocolate Specialist

The Dirty Sheed

Both a staff and guest favorite! Named after Pistons great Rasheed Wallace. I always get questions about it as people are waiting in line to order. What's in a Dirty Sheed? It's two shots of the Coffee Company's Espresso Blend, No. 1, a shot of housemade vanilla syrup, lots of ice, and a little heavy cream from Calder Dairy.

Conner Valone
Deli Meat and Cheese Master

The Butcher's Monthly Box from Marrow at the Deli

It'd be very easy for me to say that you can simply taste the difference in the meat that I typically pick up from our neighborhood butcher shop, but there are some other definitionally serious differences in the sourcing and quality of the meat itself. Every Butcher's Monthly box comes with fresh cuts ready to be grilled, roasted, or braised. You'll always get two generous pounds of grass-fed, dry-aged, humanely and sustainably raised ground beef that doesn't come in a mysteriously taut, slimy tube, but shows off the hand-ground, generous fat-to-meat ratio. We always make sure to include a couple of fresh, seasonal sausage selections, with unique local ingredients and flavors. Additionally, you'll receive cuts of heritage breed pork or pasture-raised chicken, as well as some incredible bone broth—perfect for risotto or sipping. Being a whole-animal butcher also offers Marrow the opportunity to offer prime custom and secondary cuts, such as Denver steaks, tri-tips, ranch steaks, or coulotte roasts, which aren't always offered at a standard butcher shop. Marrow shrinks the supply chain down to only three, easily identifiable, components: local farms, like McElroy Farms in Hillsdale that pasture-raise their grass-fed animals; USDA-certified processors, like the ones in Eastern Market; and the whole-animal butcher shop that breaks down entire sides into prime cuts that dazzle in the Butcher's Monthly box.





"THE GASTRONOMIC CAPITAL OF THE WORLD"

Eight days of eating and drinking in France Lyon & Jura, May 28–June 5, 2023

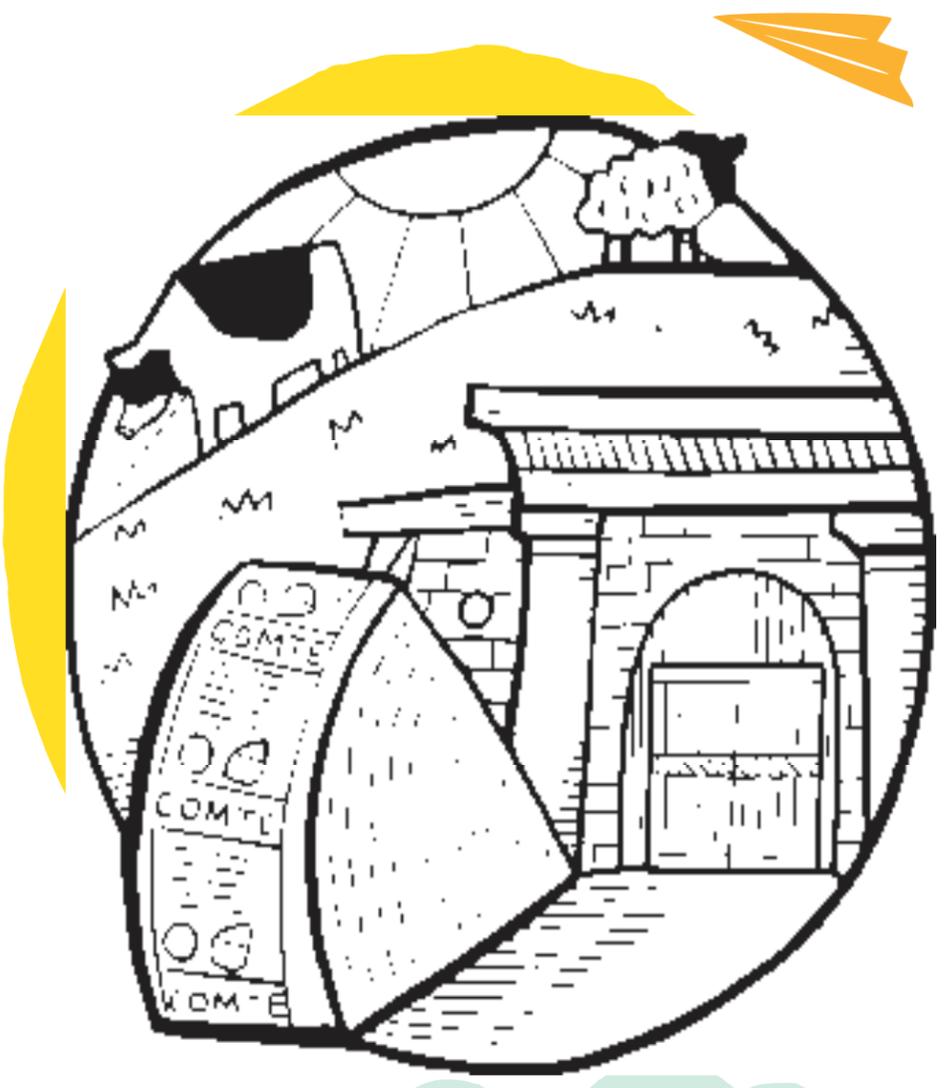
Zingerman's Food Tours' Managing Partner Kristie Brablec has spent years putting unique itineraries together with our friends in a wide range of Europe's most flavorful regions. Just finishing up the spring tour in France, she's eager to share more about this tour for next spring:

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In 1935, the noted food critic Curnonsky called Lyon "The gastronomic capital of the world." Since then, little has changed—Lyon continues to reign supreme. Lyon became the birthplace of nouvelle cuisine in the 1970s under Paul Bocuse, and in recent years, was chosen to be the international Capital of Gastronomy. Boasting incredible dining experiences in Bouchons—the Lyonnais restaurants that serve local fare like sausages, duck pâté, and local wines—the city of Lyon has been a favorite for food lovers!

Our time in the Jura will be focused on the area's incredible wine and cheese. Jura wines are made from the region's unique grape varieties, and our adventure in the mountains will take us to the tasting rooms of several producers, from Crémant du Jura to the incomparable Vin Jaune. If cheese is your thing, then hold on tight because we'll be touring the mothership of France's most popular cheese: Comté. We'll visit to Fort Saint Antoine, where the cheese is aged under the auspice of affinage master Marcel Petite. This will be a food tour for the ages.

Kristie



For more information, and to reserve your spot, check out ZingermansFoodTours.com



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